

Report Title:	Annual report on commissioning 2017-2018
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr M Airey, Lead Member for Environmental Services (including parking, flooding, housing and performance management)
Meeting and Date:	Cabinet – 25 October 2018
Responsible Officer(s):	Hilary Hall, Deputy Director Strategy and Commissioning
Wards affected:	All

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REPORT SUMMARY

1. The Royal Borough of Windsor and Maidenhead is committed to the delivery of high quality services that meet residents' need at the best value. Consequently the council works proactively with a wide range of public sector and private sector partners to delivery statutory and discretionary services.
2. The council commissions 20 providers to deliver 90% of the council services, including: waste; highways; leisure; public health; the full range of adult services and children's services. Employees previously employed by the council were transferred out of the council into private or public sector companies as part of the move to the new operating model.
3. The council has a dedicated team comprising 18 employees with responsibility for commissioning provision, including: analysis of need; procurement and contract management. This report summarises The Annual Report on Commissioned Services 2017-2018, see appendix 1 for full report, which sets out how contracted services have performed in 2017-2018 together with a review of how the arrangements are managed by the Royal Borough.
4. In summary all of the council's contracts have delivered against the performance standards initially set by the council. Over the year, 2018-2019, work is taking place to adjust standards as required by residents.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Endorses the commissioning function's priorities for 2018-2020.**
- ii) **Requests an annual report 2018-2019 to Cabinet in October 2019.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The Royal Borough of Windsor and Maidenhead is committed to the delivery of high quality services that residents value and has a long history of delivering services through shared arrangements with the other Berkshire authorities

since 1998, together with some outsourced arrangements, including waste and leisure. In 2016, the Royal Borough challenged itself to 'deliver differently' recognising the need to continue to secure high quality services against a diminishing financial envelope. Its motivation for delivering differently was to ensure the most effective services which improved outcomes for residents whilst ensuring best value for money. In March 2016, the Royal Borough approved a refreshed transformation programme, An Agile Council.

- 2.2 As a result of the programme, from April 2017, the council started delivering:
- All statutory and discretionary children's services with Richmond and Kingston Councils through Achieving for Children.
 - All statutory and discretionary adult services with Wokingham Council through Optalis.
 - Highways and transport services through VolkerHighways and Project Centre.
 - Parking enforcement through NSL Ltd.

Annual Report

- 2.3 The Annual Report provides a detailed overview of the scope and performance of the services delivered through the Royal Borough's principal delivery partners, managed by the Strategy and Commissioning function of the council:
- Ways into Work for support to people over 18 with a disability into paid employment.
 - Veolia for waste collection.
 - Tivoli for grounds maintenance.
 - VolkerHighways for highways maintenance and street cleansing.
 - Project Centre for highways design.
 - AA Lighting for street lighting.
 - NSL Ltd for parking enforcement.
 - Joint Legal Team for children and adult social care legal services.
 - Achieving for Children for all statutory and discretionary children's services.
 - Optalis for all statutory and discretionary adult services.
- 2.4 All of the contracts have delivered to the performance standards identified in the contracts. Performance has been managed through a range of contract and commissioning boards involving both officers and Lead Members.
- 2.5 Given it was the first year of operation for the majority of the contracts, issues have been encountered, primarily relating to staff recruitment and retention, customer contact and securing quality data. The council's contract managers have worked through and addressed these in partnership with the delivery partner organisations.
- 2.6 Delivering services through a range of partnerships has brought added value to services received by residents, this was particularly noted during the Royal Wedding in May 2018 but on a day to day basis, all partners demonstrate a willingness to work in partnership to secure positive outcomes for residents. Case studies in section 4 of the Annual Report provide evidence of this.
- 2.7 In April 2018, all commissioning teams were brought into one service. This has proved successful and improved consistency of commissioning, procurement and contract management. An objective assessment of skills,

against the Government's Managing Contract Delivery standard, was carried out within the teams as part of the Annual Report process and this identified a range of strengths on which the service will continue to build. The areas for development identified will inform the training needs analysis and development plan for the service over the next 18 months.

Options

Table 1: Options arising from this report

Option	Comments
Endorse the commissioning function's priorities for 2019-2020, including the production of the next annual report in October 2019. Recommended option	As this is essentially an information item, there is only one recommended option.

3. KEY IMPLICATIONS

3.1 The key implications are set out in table 2.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Contracts deliver to specified targets and on budget.	Less than 90%	90-95%	95-100%	N/A	

4. FINANCIAL DETAILS / VALUE FOR MONEY

There are no new financial implications arising from the report. All contracts are managed within the contract sums although there is provision within the contracts to seek additional funding from the council where there is demand. Therefore, there is currently an overspend in the Achieving for Children contract due to the increasing placement costs for children in care of £911K.

5. LEGAL IMPLICATIONS

5.1 The council has the required powers to deliver services through the range of delivery partners identified in the report.

6. RISK MANAGEMENT

6.1 There are no new risks identified as a result of this report. Existing risks and issues in relation to the individual contracts are managed through contract risk and issue logs.

7. POTENTIAL IMPACTS

7.1 None.

8. CONSULTATION

8.1 The report will be considered by Children's Services Overview and Scrutiny Panel on 16 October 2018. It will also be circulated, via email, to the Adult Services and Health Overview and Scrutiny Panel and Highways and Transport Overview and Scrutiny Panel for comment. Comments from the Overview and Scrutiny Panels will be reported to Cabinet

9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately.

10. APPENDICES

10.1 This report is supported by one appendix:

- Annual report on commissioned services 2017-2018

11. BACKGROUND DOCUMENTS

11.1 This report is not supported by any background documents:

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Carroll	Lead Member for Adult Social Care and Public Health	22/09/18	
Cllr Bicknell	Lead Member for Highways, Transport and Windsor	22/09/18	
Cllr N Airey	Lead Member for Children's Services	22/09/18	24/09/18
Cllr S Rayner	Lead Member for Culture and Communities including Resident and Business Services	22/09/18	
Cllr Grey	Lead Member for Environmental Services including Parking and Flooding	22/09/18	
Alison Alexander	Managing Director	22/09/18	22/09/18
Rob Stubbs	Section 151 Officer	22/09/18	25/09/18
Elaine Browne	Head of Law and Governance	22/09/18	24/09/18
Nikki Craig	Head of HR and Corporate Projects	22/09/18	26/09/18
Louisa Dean	Communications	22/09/18	26/09/18
Russell O'Keefe	Executive Director	22/09/18	

Name of consultee	Post held	Date sent	Date returned
Andy Jeffs	Executive Director	22/09/18	24/09/18
Kevin McDaniel	Director of Children's Services	22/09/18	24/09/18
Angela Morris	Director of Adult Social Services	22/09/18	25/09/18

REPORT HISTORY

Decision type: Key decision 27 June 2018	Urgency item? No	To Follow item? No
Report Author: Hilary Hall, Deputy Director Strategy and Commissioning, 01628 683893		